

Evaluating Collaboration: USG Response to Complex Crises

Problem

- Ineffective management of USG response to complex emergencies in high threat environments

A former senior US military commander identified the most serious challenge in Afghanistan in 2009 as *“not the Taliban . . . not governance . . . not security. . . . It’s the utter failure in the unity of effort department.”*
- CFR, 2009

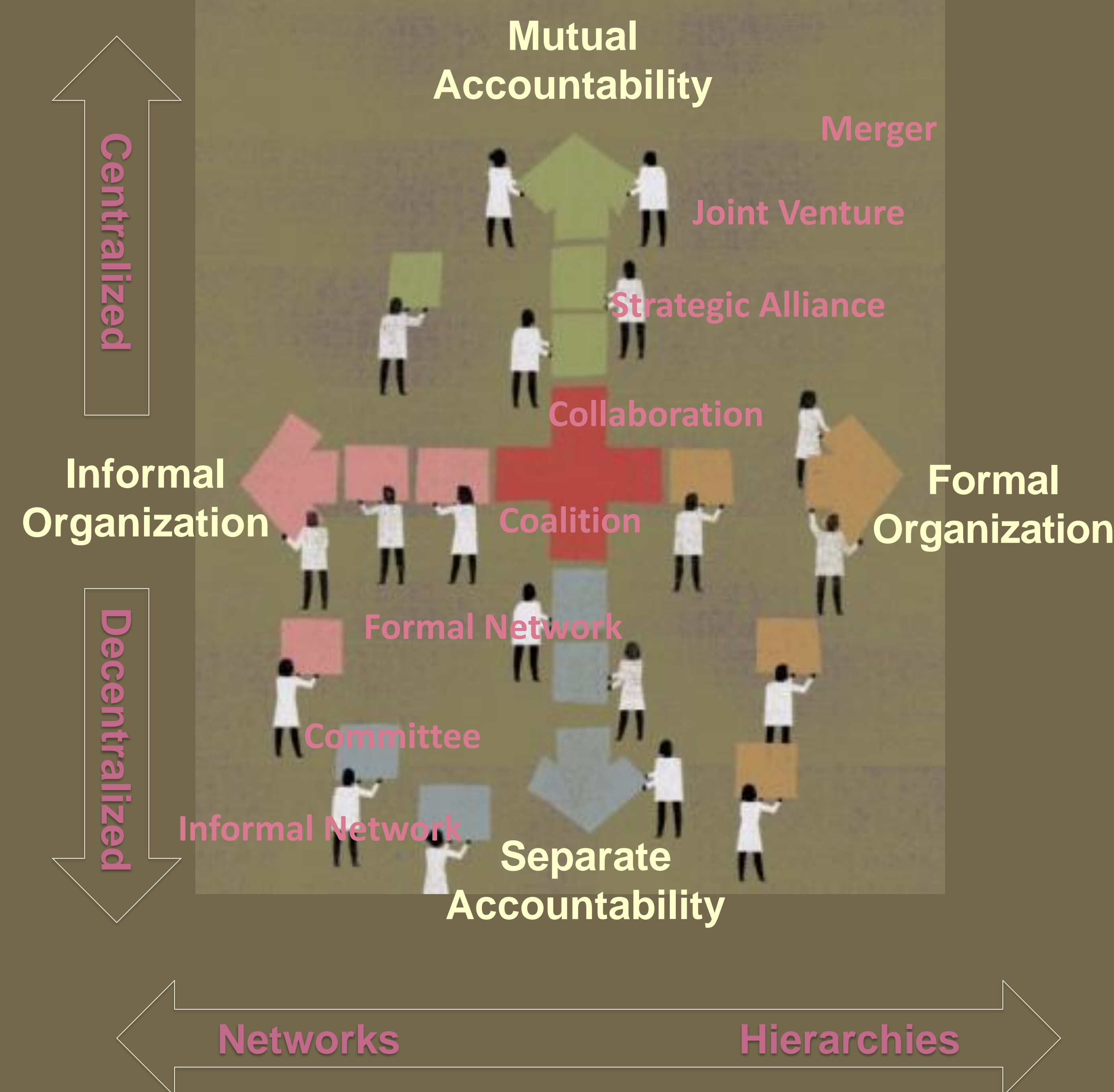
Solution

- National Security Presidential Directive 44 directed SECSTATE to *“...promote the security of the United States through improved coordination...and implementation for reconstruction and stabilization assistance for foreign states and regions at risk of, in, or in transition from conflict or civil strife.”*

Key Success Factors

- Work interdependently as a credible liaison within USAID and between S/CRS, DoD and other partners to enable U.S. National Security Interests while effecting smooth transitions from relief to development

Continuum of Interagency Relationships



Accelerators and Derailers of Collaboration

Leadership capacity • Adaptive capacity • Management capacity • Technical capacity • Cultural capacity • Trust level • Governance Membership • Financial capacity • External environment • Communications

Research Methods

- Social Network Analysis
- Actor Network & Complexity Theories
- Value Network Analysis
- Surveys, Focus Groups and Interviews

Markers of Success

- Better, smarter, faster R&S implementation
- Improved quality
- Sustained networks/relationships
- Reduced sense of isolation /renewed energy
- Cross-fertilization and ideation

Unit of Analysis

- The degree to which the USAID Civilian Response Corps component did or did not add value as a collaborator in the interagency in light of the Civilian Stabilization Initiative, established doctrine and key performance indicators

Moving Forward

- Identify key gaps
- Encourage interagency participation